



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
U. S. ARMY CENTER FOR HEALTH PROMOTION AND PREVENTIVE MEDICINE
5158 BLACKHAWK ROAD
ABERDEEN PROVING GROUND, MARYLAND 21010-5403

MCHB-CG-HHD

19 June 2002

MEMORANDUM FOR USACHPPM-HHC Personnel

SUBJECT: Command Philosophy

1. My philosophy of command revolves around the following six areas, which will serve as the framework for the way that we conduct business:

a. **Discipline is the value that makes our Army the finest in the world.** Discipline is a way of life that results in doing what is right both legally and morally. Discipline is not only self-imposed, but is the right and obligation of leaders to enforce. All leaders must set and demand a high standard of appearance, physical fitness, and technical/tactical proficiency. Without a high level of discipline, a unit will fall apart. However, with discipline, a unit can accomplish anything.

b. **Integrity is non-negotiable.** I operate on trust and confidence. Integrity is much more than being honest. It involves admitting mistakes, avoiding misleading/deceptive statements, and precluding misunderstandings. We commit resources and often times risk lives based on what you say is true. It is imperative that you maintain the highest level of integrity.

c. **Our soldiers and their families are the heart and soul of this unit.** The Army takes a great deal of time, effort, and strength of its soldiers. Leaders/supervisors must ensure that there is some left for the family. Go home when the job is done, utilize leave, and enjoy as much time with your family as possible. Remember, your spouses, children, parents, siblings, etc will be around much longer than your career in the Army. Do not let your job affect your family life.

d. **Communication allows problems and concerns to be solved at the lowest level.** The Chain-of-Command provides for a clear avenue of communication and action both in peace and in war. If you have a problem you cannot fix, bring it to your supervisor. Supervisors are expected to correct the problem or explain why things are the way that they are. If you bring a problem to a supervisor, always bring a solution.

e. **Leadership is the cornerstone of an effective unit.** No matter who you are, when you are in charge, take charge. The foundation for leadership is competence and tactical/technical proficiency. Know your job, set the right example, and provide your subordinates with the resources they need to accomplish the mission. Do not walk past a mistake.

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f. **Training is the mechanism that brings individuals together to function as a team.** Leaders plan, resource, execute, and assess all training. Training is conducted in accordance with the company training schedule, which is more than a piece of paper, it is a contract between the planners and executors of the training. Training will be challenging, realistic, and battle-focused.

2. I am honored to be the Commander of HHC, USACHPPM and look forward to leading this team as we work to conserve the fighting strength worldwide.

JOSEPH J. HOUT
1LT, MS
Commanding